



TRADOC

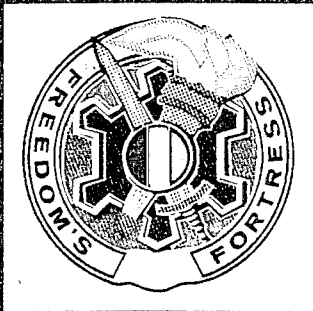
Community and Family Activities

MWR

Serving America's Army

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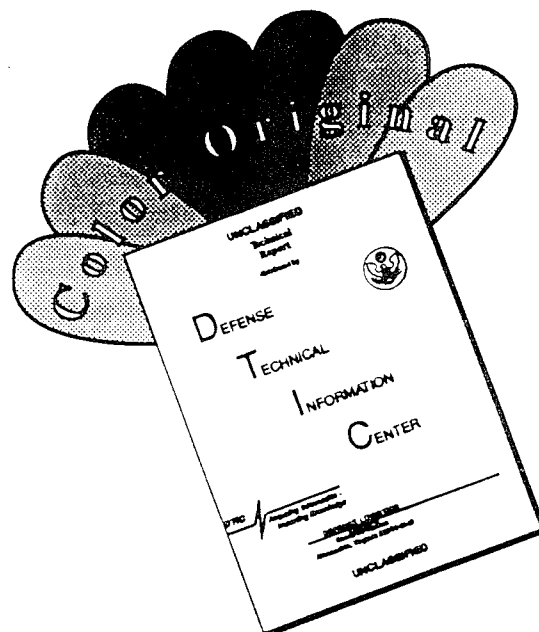
Fiscal Year 1994
MWR Annual Report



"We will boldly pursue excellence in order to provide a comparable quality of life to soldiers and their families as enjoyed by those to whom we are pledged to defend."

General William W. Hartzog
Commander, U.S. Army Training
and Doctrine Command

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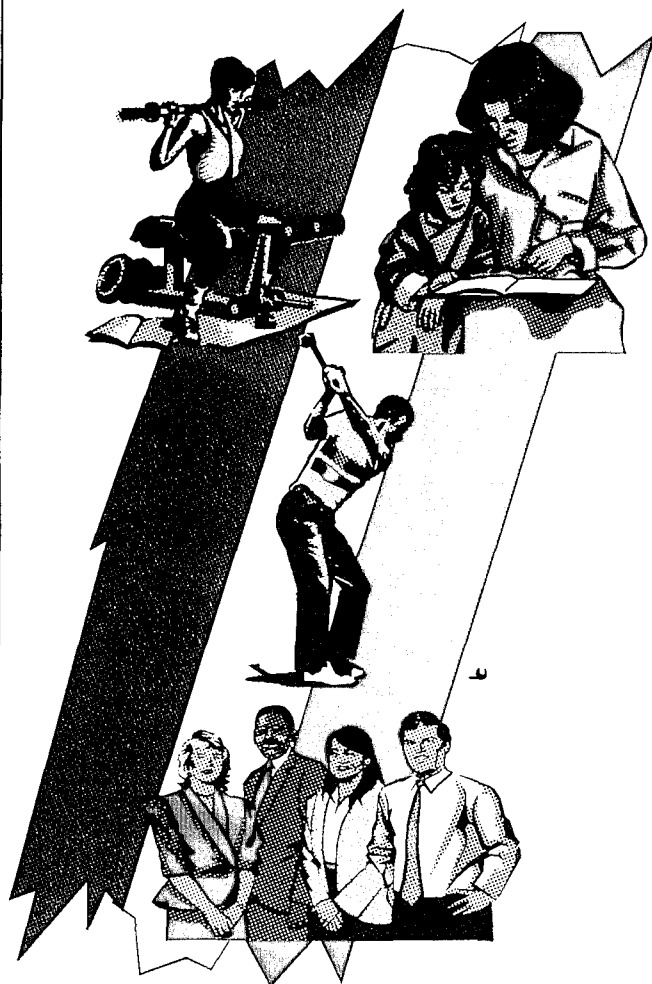
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TRADOC

FY 94 MWR Annual Report



Articles

Executive Summary 1 *By Gerald Compton*

MWR continues to evolve to meet changing customer needs and at the same time adapt to fluctuating resource environments. Even though change has been the name of the game, "Serving America's Army" is still the mission.

MWR Board of Directors 2 *By Janet Hunter*

A summary of MWR BOD decisions over the past year and a look at new concepts in the planning stages.

FY 94 Program Standards 3 *By Bill Sport*

A look at the new MWR standards, their purpose and impact, and variation made by TRADOC in the standards.

TRADOC Technology 4 *By Janet Hunter*

The MWR Management Information System is transitioning from the testing phase into fielding. Read about the basic objectives and modules.

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This annual report is the product of a joint effort between the Community and Family Activities and Resource Management Directorates.



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Executive Summary

Director Community & Family Activities

The theme for the FY 93 MWR Annual Report was "Meeting the Challenges of a Changing Army." FY 94 proved to be no less difficult in meeting new challenges for "MWR - Serving America's Army." And you met them well! Tough, courageous decisions were made by MWR managers throughout TRADOC. Appropriated fund support saw some dramatic program shifts as funds were withdrawn from Category B programs and overhead accounts. Major changes were implemented in club operations--more installations transitioned to catering operations and Community Club concepts; others closed unprofitable clubs and annexes.

As we continue to find ways to offset even less APF support, minimize the impact of reduced AAFES dividends and compensate for large reductions in soldier population over the next several years, even more dramatic innovations must occur. New patronage policies, increased efforts to obtain corporate sponsorship, and eliminating marginal programs will be a necessity.

The total impact of the new MWR Board of Directors' policies and standards have not been fully assessed, but meeting these standards will stretch MWR management efforts. New ways of doing business will be the order of the day.

There are many "Good News" stories. Among them are the reduction of overhead. Thirteen (of sixteen) installations met the FY 94 overhead reduction goals. TRADOC installations' collective NIBD of \$6.9M represents a 5.2% profit on total revenues exceeding \$131M. Child Development Services again lead the Army by totally eliminating NAF "subsidy" with a POSITIVE income of \$20.00 per child space. Officers' Clubs losses declined from \$827.2K in FY 93 to \$381.7K in FY 94, with five clubs operating in the black.

With your help, we can continue to manage this changing environment and position ourselves to continue "Serving America's Army."

GERALD G. COMPTON

Director, Community & Family
Activities

MWR Board of Directors

Serving America's Army

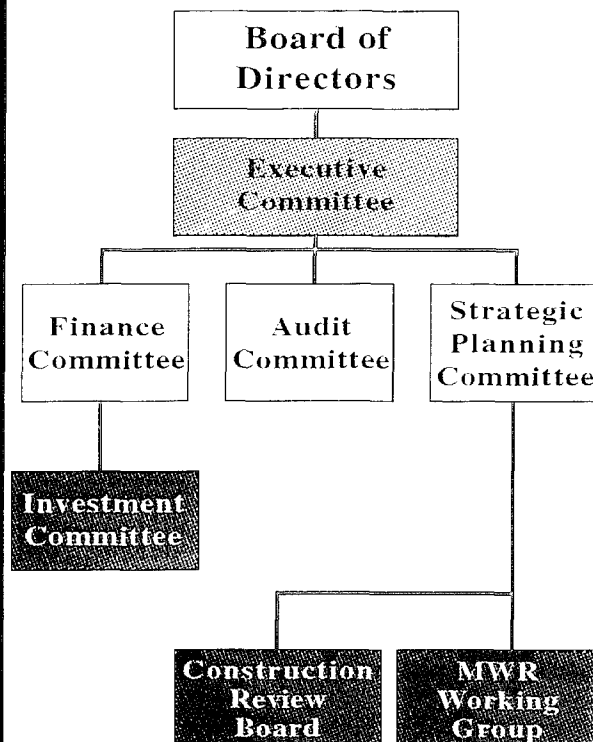


The MWR Board of Directors (BOD) plays an active role in the leadership of MWR operations. Listed below is a recap of the major actions approved by the Board. These actions reflect the challenges faced by today's MWR managers who continually strive to balance fiscal responsibility with "Serving America's Army."

The Executive Committee approved publication of the Army MWR Vision and MWR Strategic Action Plan. These documents identify the guiding principles and implementing actions required to support the MWR corporate philosophy. The committee also approved a new logo and slogan which communicates the new corporate image of value and quality to customers.

- Limited new AMWRF loans to investment only. Loans for construction were eliminated.
- Adopted business program initiatives for Clubs, Golf, and Bowling operations.
- Implemented Strategic Partnering Program to simplify procurement of common MWR items.
- Approved FY 95 NAF Major Construction program at \$28.6M.
- Directed revalidation of previously approved construction projects with negative ROIs.
- Approved the implementation of a two year test of the APF/NAF single source funding concept.
- Approved central funding of the MWR Management Information System.
- Directed implementation of cash sweep legislation.
- Directed implementation of financial performance standards for all MWR programs.

MWR Board of Directors Design



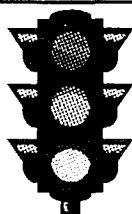
Measuring Success in MWR

NAF Program Standards

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FACT:

TRADOC obtained a "Green" IMWRF rating even with a \$4.6M drop in extraneous income.



FY 94 Commander's Mission Box Standards (TRADOC Rollup)

Rated Activity	Standard	Achieved	
Single Fund	Breakeven	\$6.9M	●
Single Fund Budget	Var NTE 15%	9.1%	●
Single Fund Solvency	Cash to Debt = 1:1 - 2:1	1.79:1	●
NAF Cat A Subsidy	No FY 94 Standard	(\$2.0)M	N/A
Cat B Programs	Breakeven in Aggregate	\$140.4K	●
Cat C Programs	Breakeven		
Guest Houses		\$2,176.0K	●
Golf		\$1,684.5K	●
Bowling		\$943.9K	●
NCO Clubs		\$859.9K	●
Combined Clubs		(\$62.8)K	●
Officers' Clubs		(\$381.7)K	●
CAT C Total		\$6,273.6K	●
Child Development	NAF Subsidy NTE \$300	+\$20 per Space	●
Overhead	NTE 16.9% of Tot Rev	15.7%	●

New FY 95 Standards

An aggregate NIBD standard will be applied in FY 95 requiring breakeven or better for a "Green" rating. TRADOC met this standard in FY 94. Also, a Category A standard to withdraw NAF subsidies to this category will be applied.

T R A D O C

4

E C H N O L O G Y

MWR Management Information Systems

In October of 1994, the MWR Board of Directors approved central funding of the MWR Management Information System (MIS). This key step moves the Army closer to fielding an integrated automated system to meet the needs of MWR program managers.

Over the development life of the MWR MIS, the focus has been on applications which automate activity level processes. Those processes which impact directly on speed and quality of customer service have been given particular attention.

The MWR MIS Steering Committee, consisting of representatives from all levels of MWR management, will identify, test, and field each integrated module of the system. Currently, fielding is scheduled to be completed in FY 97. The committee also takes an active role in designating automation standards for MWR business processes.

Installation involvement is critical in ensuring the successful fielding of the MWR MIS network.

Integration teams consisting of installation, MACOM, CFSC, and contractor representatives are being formed at sites scheduled for fielding. Appointment of a qualified systems administrator at each installation ensures long term consistent systems service and performance.

The MWR MIS is a powerful decision support tool for MWR management. Through committed use, the system can enhance quality and customer service.

MWR MIS Objectives

Develop and field a fully integrated system that will:

- Standardize systems & processes
- Eliminate manual processing
- Reduce redundancy
- Speed processing
- Share data
- Interface with other systems
- Focus on activity level requirements

MWR MIS Modules

- ▷ LCCS - LAN Central Control System. (File Server & Software)
- ▷ POS - Point of Sale Workstations
- ▷ TLMS - Time & Labor Management System
- ▷ FMBS - Financial Management & Budget System
- ▷ CDSAMS - Child Development Automated Management System
- ▷ RecTrak! - One stop customer service module

TRADOC Sports & Physical Fitness

Programs



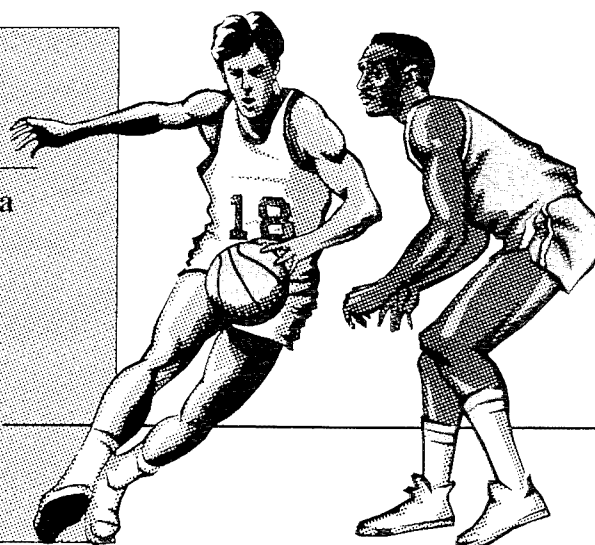
The Sports and Fitness programs focus on improving individual physical activity, health and well being. This goal is one of the cornerstones of mission readiness.

Technological advances have major impact on the program. Most fitness centers provide the latest in aerobic and cardiovascular equipment and traditional free weight programs. Mental fitness is also being integrated into the program by offering stress prevention programs.

TRADOC All Army Sports Sites During FY 94

Boxing
Wrestling
Basketball
Bowling
Track/Field
Soccer
Tennis
Racquetball

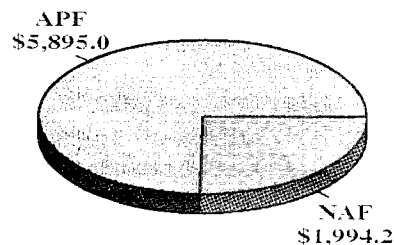
Huachuca
Benning
Lee
Knox
Sill
Eustis
Eustis
Gordon



FY 94 Financial Summary

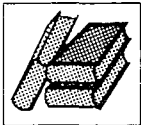
Sports and Fitness programs were allotted more than \$5.9M in appropriated fund support in FY 94. Another \$2.0M in nonappropriated funds were used to supplement the program. As APF support drops (\$1.7M decrease in FY 94), NAF is being used to maintain current levels of programming.

TRADOC Sports Program APF/NAF Cost Distribution



APF—Direct Only (SK) NAF—Labor—Other Exp (SK)

Category A Programs



General Libraries

FY 94 was a year of adjustment for libraries throughout TRADOC. Staffing cuts driven by a \$1.3M reduction in direct funding caused many libraries to reduce services. Interlibrary loans declined 21%, circulation declined 20%, reference questions dropped 10% and total customers served was down 22%.

The library intern program also was impacted. Two interns were placed and two more are scheduled for placement, but the intern program was a casualty of downsizing and the interns will not be replaced.

Automation and innovation are keys to future library success. Forts Eustis, Story, Knox, Gordon, Huachuca, and McClellan have come online with automated library systems. TRALINET also started a joint project with the Librarian of the Navy to provide software to the Navy libraries and cooperate in reference and resource sharing initiatives.

TRADOC Libraries Statistics

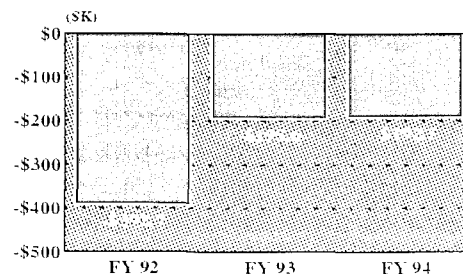
	FY 94	FY 93
Circulation	1,605.0	2,041.0
Interlibrary Loans	14.7	18.0
Reference Questions	388.0	430.0
Customers Served	1,885.0	2,414.0

Recreation Centers

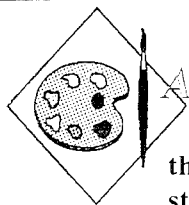
TRADOC Recreation Centers have been reshaped by declining resources and customer demand. Very few of what were considered traditional recreation centers still exist. Where demand was low, installations have closed centers. Seven of the nine remaining centers in TRADOC have adopted the Community Activities Center (CAC) design. CACs encompass both revenue generating and subsidized programs. They are designed to provide a range of activities and services that appeal to the entire post population in a single one-stop location. These new programs move Recreation Centers toward their goal of

break even before depreciation and lessen reliance on unstable appropriated funding.

Recreation Center Three Year NIBD Trend



Category A Programs

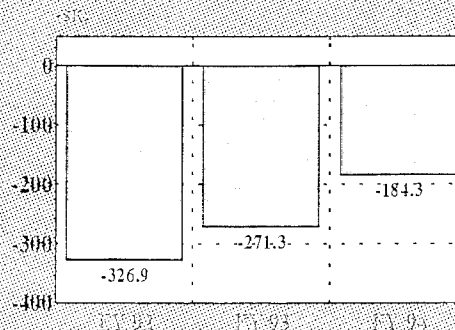


Arts and Crafts

Arts and Crafts Centers throughout TRADOC have streamlined operations to focus more on customer demand driven activities and reducing operating losses.

Appropriated fund support remained fixed in FY 94 (down \$22K) and NAF losses were significantly decreased (cut by \$76K). This decrease is the result of elimination of high cost/low use programs, reduced hours of operation, and greater emphasis on revenue generating activities. Another cost savings realignment at some installations is incorporation of the program into a consolidated Community Activities Center.

TRADOC Arts & Crafts Centers Three Year NIBD Trend

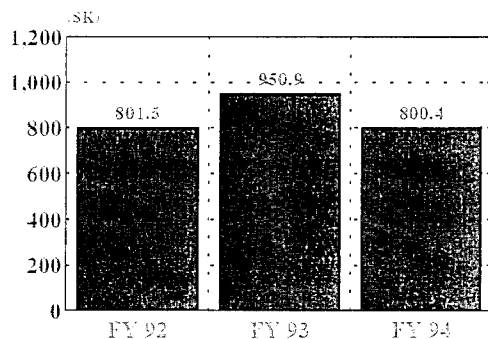


Information, Ticketing, and Registration

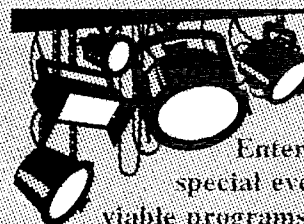
FY 94 was a year of ups and downs for ITR. Because troop populations and training loads declined, less income was produced from Project Exodus. Also, due to the opening of AFRC Orlando, fewer Disney packages were sold.

Some restructuring of ITR will occur when operations at some locations are absorbed into the commercial travel contract; however, income will still be generated at those sites in the form of commission payments. Increased sales are also expected as installations move to the One-Stop Leisure Travel Office concept.

TRADOC ITR Three Year NIBD Trend



Entertainment



Entertainment and special event programs are viable programs at several TRADOC installations. Major entertainment activities such as the Army Soldier Show, Battle of the Bands, BOSS, Marlboro and Country Music concerts provide excellent soldier entertainment. Commercial sponsorship is an integral part of these valued activities.

Category B Programs

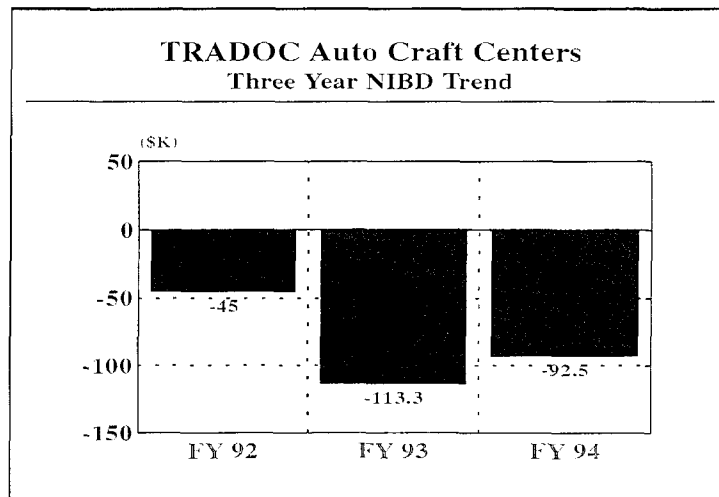


Auto Craft Centers

Auto Craft Centers operate at all TRADOC installations. Appropriated fund support remained stable in FY 94 and improved revenue has cut program losses. Increased demand for this program was evidenced by a 15.1% increase in total revenue.

All of these improvements are being realized during a time of troop population decreases and training load reductions.

When examining ways to reduce MWR losses, expansion rather than scaling back could be a viable option when considering auto craft operations. In most instances, the proven popularity of auto craft operations has been validated in recent user needs survey results.



Outdoor Recreation Programs

Outdoor recreation is among the military communities most desired MWR programs according to the Army Leisure Needs Survey. In TRADOC, these desires and needs are served through a variety of facilities and programs. Popular outdoor recreation facilities include picnic areas, campgrounds with cabins, cottages, tent and camper sites, gun and bow shooting facilities, outdoor recreation equipment centers, marinas, and stables. Programs are numerous and include hunting, fishing, boating, scuba diving, water and snow skiing, hiking, backpacking and volksmarching.

Increasingly, outdoor recreation programs have become more customer demand driven and profit oriented. As a

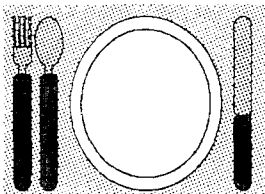
group, camping, cabins and cottages at fifteen TRADOC installations earned income totalling \$480.2K in FY 94. Profitability of this group should increase over the next several years as a result of planned construction.

While recent focus has been on generation of income, primary program focus is on physical and psychological benefits to soldiers and families. Activities which contribute toward physical fitness, relaxation, skill development, problem solving, self confidence, and independence will still be the main stay of the outdoor recreation program. The bottom-line is the program's contribution to quality of life and readiness.



Category B Programs

TRADOC Clubs



TRADOC clubs were overall self-sufficient for FY 94. Despite continuing downsizing of the Army and reduced training loads at TRADOC schools, gross revenues declined by only 4.2% (from \$43.2M to \$41.4M). A general belt-tightening dropped overall salary and expenses from FY 93 levels (from 41.9% to 40.6% of total revenue) and approached TRADOC operational goals of 35%-40%. Similarly, increased managerial controls and wider use of the Prime

Vendor contract dropped the cost of goods sold to 37.8% in FY 94, well under the goal of 40%. Both of these reductions in overhead operating percentages led to increased profits (FY 94=\$415K).

MWR Board of Director guidance required each club operation to attain a break-even or better status by the end of FY 94 or be flagged for quarterly monitoring during FY 95. Those meeting the BOD requirement in TRADOC were:

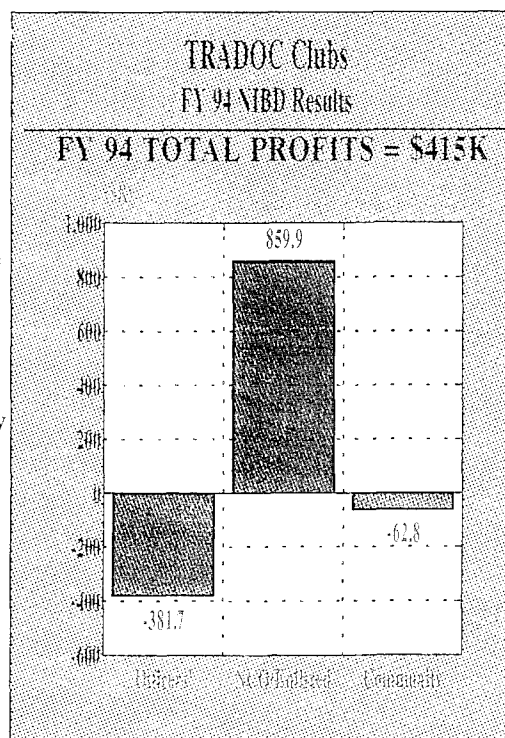
Profitable Club Operations

<u>Officers' Clubs</u>	<u>NCO/Enlisted Clubs</u>	<u>Community Clubs</u>
Gordon	Benning	Knox
Huachuca	Bliss	McClellan
Jackson	Eustis	Wood
Knox	Gordon	
Lee	Harrison	
	Huachuca	
	Knox	
	Lee	
	Sill	

Tough decisions regarding Officers' Clubs have reduced losses of \$827.1K in FY 93 to a loss of \$381.7K in FY 94. Corrective actions taken in the last half of FY 94 or planned for early FY 95 should assist flagged club operations to attain self-sufficiency during the first quarter of FY 95. Army MACOM commanders will brief the MWR BOD on plans for flagged club operations which have failed to reach self-sufficiency by the end of the first quarter of FY 95.

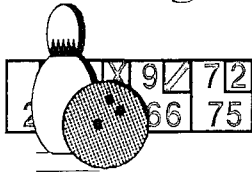
Changes in TRADOC Clubs

- * Carlisle Barracks has revamped their Community Club format and now operate as a Catering/Convention Center.
- * Fort Leavenworth is in the study phase of an Officers' Club redesign plan and may implement an operation similar to Carlisle Barracks.
- * Fort Ben Harrison will begin phasing down and consolidating their club operations as base closure plans proceed.



Category C Programs

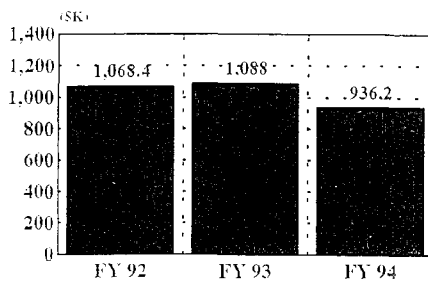
Bowling Centers



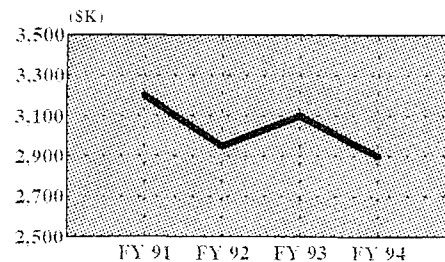
Bowling remains among the top revenue producers in TRADOC. Although profits declined in FY 94, lineage remained constant. League play is the primary activity in centers.

Advances in technology have made automatic scorers the norm in all TRADOC centers. State of the art equipment and new program initiatives have made bowling centers one of the most widely used MWR programs (1993 Leisure Needs Survey).

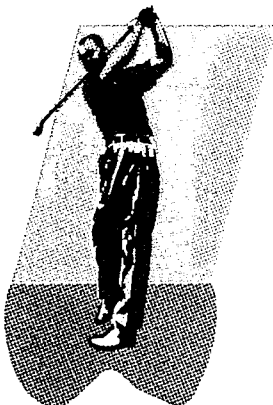
**TRADOC Bowling Centers
Three Year NIBD Trend**



**TRADOC Bowling Centers
Four Year Lineage Trend**



Fort Lee Center was closed for renovation in FY 94



Golf

FY 94 was good for TRADOC Golf operations. Rounds golfed increased significantly and financial performance was outstanding.

Total rounds increased 5% in FY 94 to 820,000. This increase was the result of consistently good weather, affordability, and the addition of 18 more holes. FY 95 should experience a similar increase due to addition of 36 holes at Presidio of Monterey, 18 holes at Fort Bliss, and 9 holes at Fort Eustis. Rounds played in FY 95 should exceed 900,000.

Financially, TRADOC golf operations improved dramatically in FY 94 and was the first year that all courses turned a profit. Income was up over 32% at \$1.7M. Also, golf as a whole was rated "Green" for both NIBD results and budget variances according to the MWR Board of Directors activity performance standards.

Golf's role as a revenue generator is expected to grow as other Single Fund resources diminish. Golf is increasingly recognized as a reservoir of untapped profit potential. With widespread use of annual greens fees and attendant low cost per round played, new fees strategies are being developed to enhance profitability. Recommendations being considered include "augmenting fees" charged for each round golfed by annual fee players or establishing a "daily fees only" policy.

Category C Programs



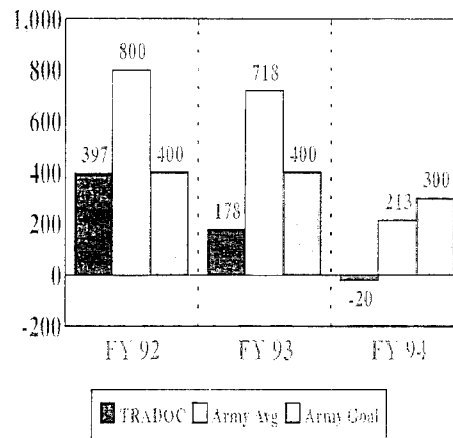
Child Development Services

Thanks to the focused efforts of TRADOC Child Development managers, TRADOC leads the Army again in providing quality child care services. Of TRADOC's 28 centers, 17 are accredited to include three school age programs. Momentum sustaining efforts in this area continue.

TRADOC also leads the Army in NAF subsidy per child. In FY 94, TRADOC far exceeded the Army standard of \$300 per child space NAF subsidy with a \$20 per child space income. Better management of key programs and resources increased NAF income from \$9.4M in FY 93 to \$10.6M in FY 94.

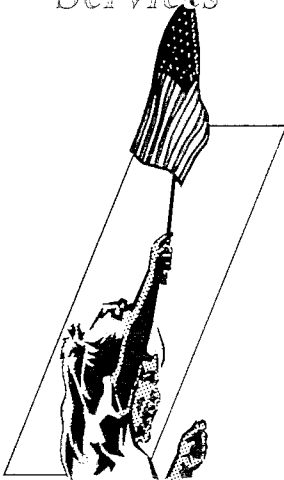
APF support remained strong in FY 94. Installations obligated \$16.2 in FY 94, a slight increase over the FY 93 level of \$15.4M.

TRADOC Child Development Centers
NAF Subsidy Per Child Trend



FY 94 TRADOC shows a \$20 positive income per child space

Youth Development Services



During FY 94, Youth Services experienced major changes. CFSC youth and child development services consolidated under one organization named Child and Youth Services Division. This change will have minimal impact at installation level. Youth and Child Development services will maintain separate identities. The advantage will be an integrated focus on family issues and increased program needs visibility.

Funding remained relatively stable in FY 94. The NAF subsidy was up \$62K due primarily to a small decrease in APF support.

Teen Discovery - World Teen Summit was held 15-19 August 1994 and hosted by Fort Gordon. 73 youth representatives from 42 Army installations attended. The summit resulted in the identification of three major issues impacting on youth army-wide. These issues were submitted to the October, 1994 AFAP Conference for consideration.

Teen Summit Issues

- Sex and birth control education
- Substance, alcohol, and drug abuse
- Violence in the community and poor law enforcement

Family Programs



Army Community Service

TRADOC ACS Centers lead the way in shifting the paradigm from a center based, program driven organization to the new unit oriented, customer focused operation. This new approach, piloted at Forts Bliss, Eustis, and Story, provides direct unit contact offering integrated preventive and pro-active services. Forts Benning, Sill, and Leonard Wood are serving as outcome evaluation sites for this new concept and will track progress over the next three years. All TRADOC installation ACS directors were trained on implementing the unit service mode in May 1994. Thus far, reception of this concept has received positive ratings from unit commanders.

Of the \$6.8M in OMA funding provided for ACS, installation level funding was \$6.1M. Further reductions will have serious negative impact on support to commanders and soldiers. The FAP OSD budget increased in FY 94 from \$2.1M in FY 93 to \$3.2M. Relocation funds from OSD decreased from \$960K to \$872K.

Validation of Programs -- Service to Soldiers --

Abuse/Neglect Training	85,892
Relocation Counseling	66,445
Volunteer Hours	113,767
Financial Assistance	
• Debt Reduction	22,235
• Credit Classes	24,980
• Personal Finance	32,741
Family Member Employment Asst	45,229
Exceptional Family Member Prg	5,704

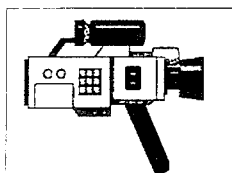
Better Opportunities for Single Soldiers (BOSS)

BOSS activities for FY 94 were highlighted by the World-wide BOSS Training Conference held 11 November in Colorado Springs, CO. Four major areas of concern surfaced -- barracks life, transportation, entertainment, and services like medical services and gymnasiums.

The installation Command Sergeants Major play a leading role in the BOSS program. Inclusion of single parents in the program is one of the areas the program has expanded. Improving existing programs to meet the needs of all single soldiers remains the mission.



Special Interest Programs



MWR Video Training System

TRADOC has produced twenty MWR video training tapes with supporting manuals designed to enhance the skill levels of frontline personnel. Topics such as food and beverage service, indoor/outdoor recreation activities, and community services are offered.

The system is being test marketed to all government agencies under a one year contract awarded to the Orkand Corporation. Proceeds from video sales are being reinvested into development of new training tapes. Descriptive catalogs can be obtained by calling 1-800-794-1151.

New Releases

Libraries Today: Computer Technology/Patron Service

How to Coordinate Successful Special Events

Youth Services: Working with Teens

Automotive Skills Center: Customer Responsibilities/Safety

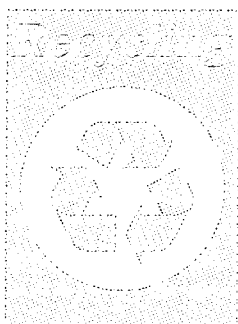
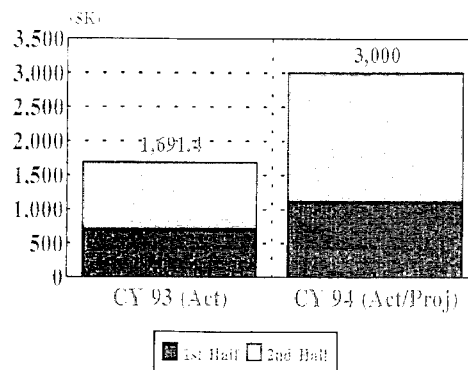
Visual Merchandising/Salesmanship: Golf/Bowling Pro Shops

Commercial Sponsorship

The TRADOC Commercial Sponsorship program raised \$1.7M in cash, products, and services during Calendar Year 1993. New CFSC policies permitting wider use of all NAF properties included in vendors' sponsorship agreements is expected to boost sponsorship support to \$3M in 1994. The key to reaching this goal will be installations capitalizing on unrealized sponsorship potential.

A new initiative is being staffed with the Secretary of Defense that will permit the outright sale and display of commercial advertising throughout an installation where approved by the commander. Revenue projections from this initiative could range from \$100K to \$500K depending on the size of the installation.

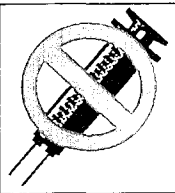
TRADOC Commercial Sponsorship Two Year Trend



All TRADOC installations are involved in some form of recycling effort. Reducing the amount of waste going into the waste stream is everyone's responsibility. However, the entrepreneurial and business expertise found in the Single Fund arena has aided in turning losing operations into self supporting ones and contributing to other MWR activities.

Although some recycling programs require subsidy from NAF, \$1.5M was transferred to TRADOC Single Funds to be used for many quality of life programs throughout the installations. Through skilled management, what was once just considered trash is now paying dividends back to the soldiers.

Special Interest Programs



Alcohol & Drug Abuse Prevention & Control Programs

Testing

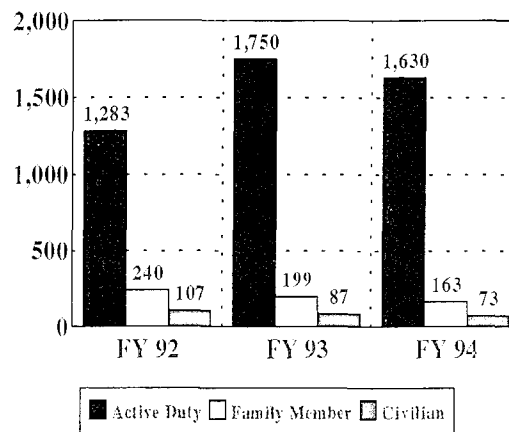
Over the past three years, active duty drug positive rates have remained stable.

Of the 171,829 tests administered in FY 94, 834 came back positive for a rate of .49 percent. All TRADOC installations aggressively conduct the urinalysis testing program.

Prevention

Total enrollments in the ADAPCP showed a marked decline in FY 94. Total enrollments of 1866 were down from FY 93 (2036). Downsizing had a direct impact on enrollment.

Total ADAPCP Program Enrollment
Three Year Trend

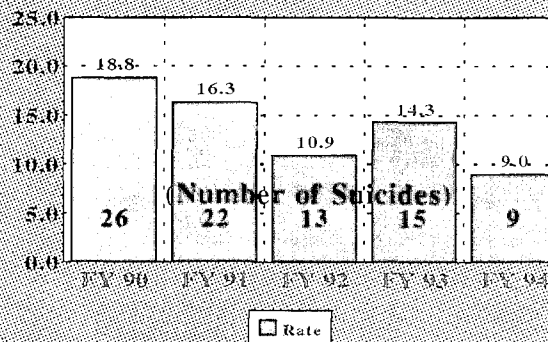


Suicide Prevention Program

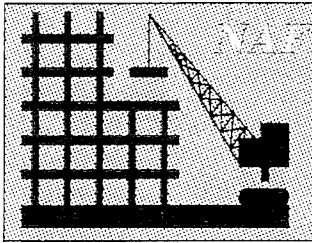
Suicide prevention measures have paid large dividends in preserving the lives of TRADOC soldiers. The number of suicides have dramatically declined since FY 90. Comparison of suicides from FY 90-94 shows rates varied from 18.8 suicides per 100,000 soldiers to a five year low in FY 94 of 9 suicides per 100,000 soldiers.

Psychological autopsies consistently find depression, alcohol, and drug problems in over 50% of all soldier suicides. A model program is being developed to conduct an analysis to identify "hot spots" for unit Commanders. A comprehensive unit health profile/risk management report will be assessed semi-annually.

TRADOC Suicides Per 100,000
Five Year Trend



Special Interest Programs

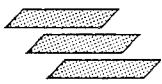


NAF Construction

In FY 94, six NAF major construction projects were completed at a cost of \$1.6M. The projects included two auto craft centers (Bliss/Sill), a marina expansion (Monroe), youth sports fields (Jackson), a youth center (Bliss), and an indoor pool (Leavenworth).

The FY 86-95 TRADOC NAF construction program includes 58 projects costing approximately \$163M, of which \$25M was locally funded. Beginning with the FY 95 program, the AMWRF will fund projects at 100% and installations will no longer be required to fund 10%.

Two TRADOC projects were approved for the FY 95 program, both at Fort Bliss (Guest House expansion and renovation of Biggs Park). The Construction Review Board also included four "placeholders" in the FY 95 submission to Congress. These were projects that would be funded in the event that one or more of the approved projects did not clear OSD/Congressional approval channels. Two of these are TRADOC projects (Fort Monroe Community Activities Center and Fort Benning Auto Crafts Center).



MWR Overhead

TRADOC installations exerted maximum efforts in reducing overhead cost for FY 94. Thirteen of sixteen installations achieved a "Green" rating for exceeding their FY 94 reduction target. TRADOC as a whole achieved an overhead percentage of 15.7 (% of total APF/NAF resources) -- down from FY 93 level of 17.8 percent. Total overhead costs declined nearly \$900K from FY 93. The number of personnel reported in overhead dropped for the third straight year from 775 in FY 92 to 700 at the end of FY 94.

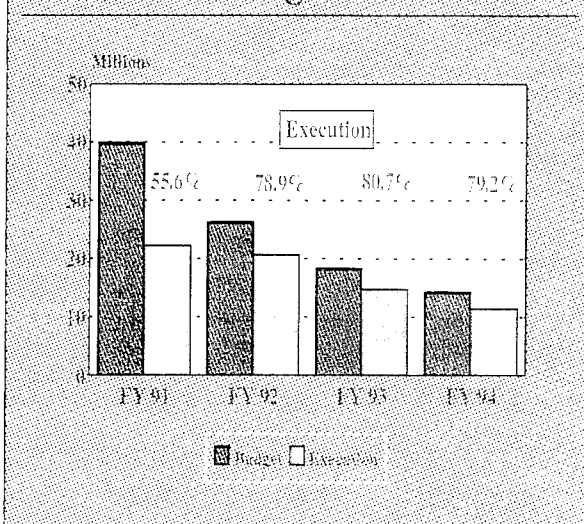
FY 95 Overhead Reduction Targets

	<u>FY 95 Actual</u>	<u>FY 95 Target</u>
Benning	14.7	17.2
Bliss	16.0	16.5
Carlisle	12.3	12.1
Eustis	13.2	15.2
Gordon	22.6	21.6
Harrison	18.2	19.2
Huachuca	16.6	22.5
Jackson	14.4	15.2
Knox	14.2	14.5
Leavenworth	12.4	18.6
Lee	12.8	14.1
McClellan	19.6	16.9
Monroe	16.0	17.6
Rucker	12.9	14.0
Sill	15.6	15.8
Wood	18.2	18.2

Capital Purchases Minor Construction

Investment in CPMC declined as profits dropped. TRADOC purchase were down 23% (\$3.4M) from FY 93 levels. Execution rates were stable at 79.2% of total budget and exceeded the Army standard of 70%.

CPMC Budget Execution



Special Interest Programs



NAF Personnel Summary

Bargaining On Economic Issues

Since May 1990, NAF employers have had the obligation to bargain with unions on employee wages and fringe benefits that are not otherwise covered by law. Thirteen TRADOC installations have employees who are represented by labor unions. Six of these have not agreed to any economic issues. The economic issues which have been negotiated by one or more of the remaining seven installations are:

Health -- Four installations negotiated a 60/40 split on health insurance premiums.

Pay Increases -- Three installations agreed to some form of mandatory pay increase for pay band employees.

Leave -- Three installations negotiated additional leave benefits (e.g., maximum of three days for funeral leave; expanded scope of sick leave to cover up to three days for terminally-ill family member care.)

Severance -- Three installations bargained severance pay caps. Instead of 2% for each year of regular service, one installation negotiated a 4 year cap on the amount of regular service and two negotiated a 10 year cap.

Negotiating economic issues does not always have to result in increased costs -- Union proposals can be countered with positive provisions which will save money or neutralize additional costs.

NAF Personnel Modernization

NAF pay banding and modernization policies are now fully implemented at all TRADOC installations. Union negotiations at two final installations were completed this fiscal year.

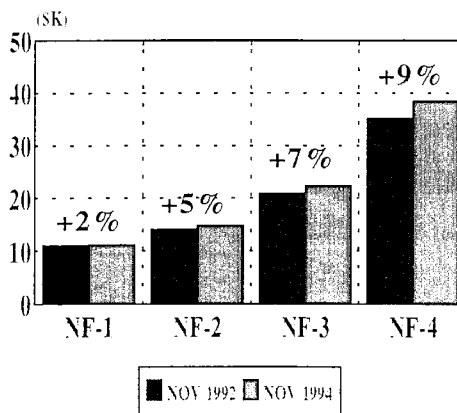
•• Cooperative Improvement Program.

Seven installations are now using this program which is an alternative approach to performance and conduct problems. Results show that the program is easier to use and less adversarial than traditional discipline.

NAF Pay Banding

Pay banding has had little impact on total labor costs. NAF labor costs rose less than two percent in FY 94 -- even considering annual COLA increases.

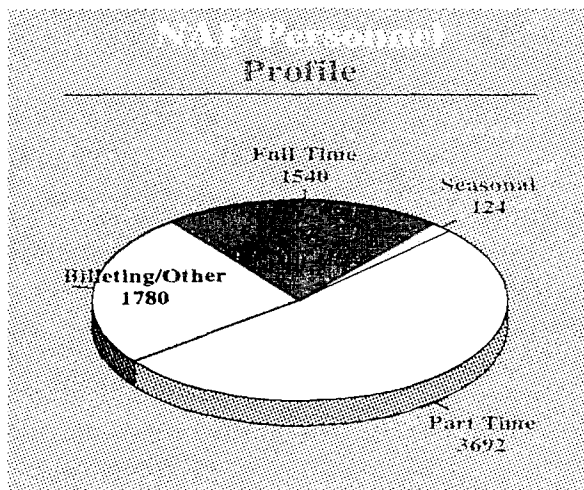
TRADOC NAF Pay Banding Average Salary by Pay Band





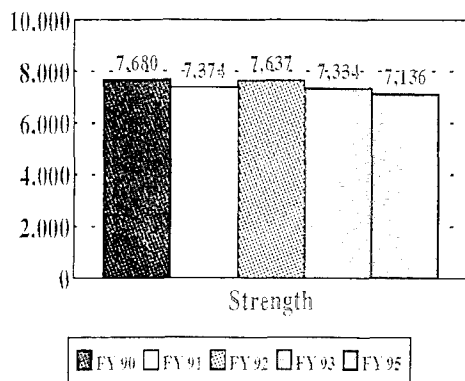
NAF Personnel Summary

Strength Profile



NAF personnel strength, including billeting, has declined 3.7% during the past year. More reductions are expected as resources decline.

Total NAF Workforce Strength Five Year Trend

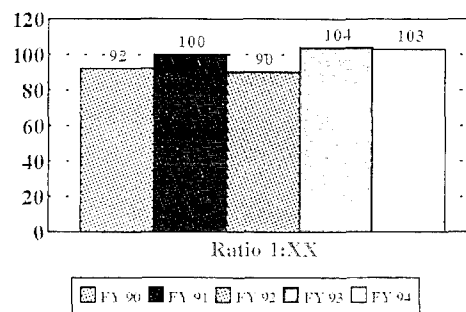


NAF Personnel

NAF Personnel Office Staffing

The TRADOC NAF personnel offices had a servicing ratio of 1:103 in FY 94. The TRADOC goal is 1:100. Four installations have filled a half space each due to reductions in APF CPO support in order to continue to provide guidance and assistance to management. Planning and execution of downsizing also placed an additional demand on personnel offices. All of these factors resulted in only a slight decrease in staffing ratio from FY 93 (FY 93 - 1:104). All NAF CPOs are currently staffed below minimum staffing levels as prescribed by HQDA. By not staffing to the HQDA levels, TRADOC realizes an annual labor cost avoidance of nearly \$480K.

NAF Personnel Office Staffing Ratio Trend



DoD/OPM Interchange Agreement

OPM has extended indefinitely the DoD NAF Interchange Agreement. This agreement allows NAF employees to voluntarily move to civil service jobs without being referred from a civil service register.

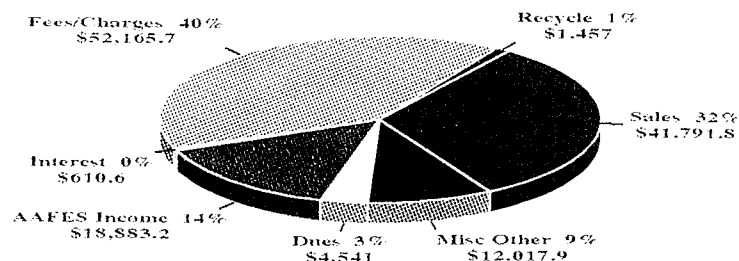
Consolidated Income Statement

18

(Thousands of Dollars)

For 12 Months	1995 (Budgeted)	1994	1993	1992
Operating Revenue:				
Sales	43,400.3	41,791.8	41,472.4	40,902.1
Other Operating Income				
508 Reimbursement	0	0	0	2.7
Local Phone Income	136.2	404.4	442.6	494.4
Recycle Clearing House Income	1,280.4	1,457.0	1,360.4	2,375.6
AAFES Dividend	16,294.4	18,883.2	22,887.7	19,573.2
Interest Income	491.6	610.6	1,445.9	3,015.1
Other Income	75,336.6	69,564.5	68,039.5	64,497.6
Total Income	136,939.5	132,711.5	135,648.5	130,860.7
Operating Expenses:				
Cost Of Goods	18,877.4	18,778.4	18,502.2	18,211.7
Cost of Goods %	43.5%	44.9%	44.6%	45.2%
Labor	76,266.8	71,095.3	71,232.7	68,641.7
Labor %	55.7%	53.6%	52.5%	52.4%
Operating Expenses	34,620.2	35,889.3	35,674.6	35,351.9
Misc Expenses	(8.3)	46.8	331.5	249.2
Total Expenses	129,756.1	125,809.8	125,741.0	122,454.7
Net Income Before Depreciation ..	7,183.5	6,901.7	9,907.5	8,406.0
Depreciation	19,347.2	18,314.8	15,644.9	13,222.6
Net Income After Depreciation ...	(13,288.5)	(11,437.2)	(5,718.4)	(4,825.5)

Income Source Summary



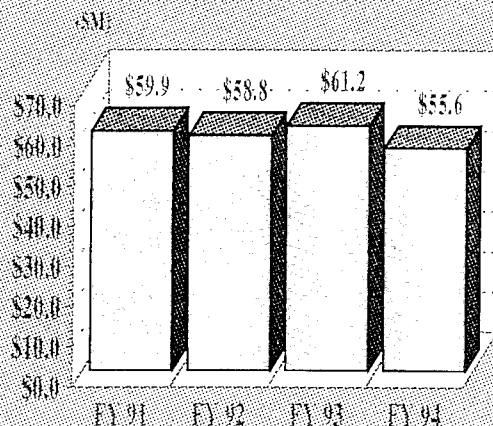
Consolidated APF Expense Statement

19

(Thousands of Dollars)

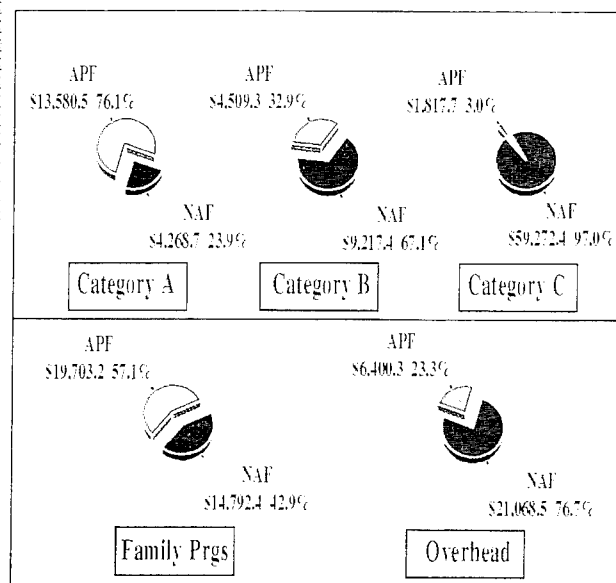
For the Year Ended September 30	1994	1993	1992
APF Expense Accounts:			
APF Labor (S-G-U-P87)	38,712.6	40,093.8	37,652.8
Operation Support			
S (Base Operations Support)	3,467.6	3,751.5	4,774.9
J (Utility Expenses)	4,265.3	5,798.3	4,719.3
C (Non-Tactical Vehicle Maint)	0	29.3	69.9
K (Maintenance and Repair)	5,068.9	5,087.7	5,376.7
L (Minor Construction)	248.8	119.6	251.7
M (DEH Support)	1,362.3	1,800.9	1,633.3
U (Resource Management Support) ..	0	1.9	42.4
P87 (Family Programs)	2,287.9	3,854.9	3,866.4
Other APF Support	152.5	649.7	459.3
TOTAL APF SUPPORT	55,612.3	61,187.6	58,822.2

APF Support to MWR 4 Year Funding Trend



□ TOTAL REPORTED APF

APF/NAF Cost Distribution FY 94 YTD



NAF Expenses = Labor and Other Expenses

Consolidated Balance Sheet

20

(Dollars)

For the Year Ended September 30

Assets

Current Assets

	<u>FY 94</u>	<u>FY 93</u>
Cash	23,748,732	23,015,939
Other Cash Accounts	2,709,007	1,478,084
Accounts Receivables	3,628,496	6,891,036
Inventories	4,118,400	3,971,431
Prepaid Expenses	1,385,098	1,419,185

Total Current Assets	35,589,733	36,775,675
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Fixed Assets

Property/Equipment	281,624,200	267,180,518
Less Accumulated Depr	-113,018,489	-99,263,268

Total Fixed Assets	168,605,711	167,917,250
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Long Term Loan Receivables	0	103,021
Construction Advances	14,258,256	20,526,966
Misc Other Assets	208,213	211,891

Total Other Assets	14,258,256	20,841,878
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<u>Total Assets</u>	218,661,913	225,534,803
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Debt & Equity

Liabilities

Payable/Accruals	12,695,851	9,931,872
Unearned Income	1,050,232	1,040,056

Total Current Liabilities	13,746,083	10,971,928
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Long Term Liabilities	0	0
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Total Liabilities	13,746,083	10,971,928
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Fund Equity

Contributed Capital	81,419,361	77,672,960
Retained Earnings	123,496,469	136,889,917

Total Fund Equity	204,915,830	214,562,877
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<u>Total Debt and Equity</u>	218,661,913	225,534,803
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Statement of Change in Financial Position

21

(Dollars)

For the Year Ended September 30, 1994

Resources Provided by Operations:

Net Income Before Depreciation	6,877,638
Retained Earnings Adjustments	(1,914,393)

Add/Subtract Items not Affecting Cash:

Increase in Other Cash Accounts	(1,275,545)	
Increase In Accounts Receivables	3,262,540	
Increase in Inventories	(146,969)	
Increase in Prepaids	34,087	
Decrease in Payables and Accruals	2,763,981	
Increase in Unearned Income	10,176	
Amortization of Lease	3,678	
Disposal of Fixed Assets (book value)	664,281	5,316,229
Cash Provided by Operations		10,279,474
Contributed Capital		3,746,401
Cash Refund from Construction Advances		5,185,505
Construction Advances		9,212,645
Long Term AAFES Receivables		103,021
Total Resources Provided		28,527,046

Resources Applied to:

Construction Advances (Escrow)	6,589,088
Capital Purchases & Minor Construction	11,370,003
NAF Major Construction	9,835,152

Total Resources Applied (27,794,253)

Increase/(Decrease) in Cash 732,793

[illegible]

TRADOC: *WHERE TOMORROW'S VICTORIES BEGIN*